

## Appendix I

# Movement Control Operations

*There is always a basic dilemma in setting up movement control: it is the sea frontier or the port of embarkation commander who knows what material and units are ready for shipment; but it is the area commander who knows what is needed. A satisfactory resolution of this dilemma can be found only if the 'movement' people are continually aware of changing requirements. It is fundamental that to be effective, a movement control system must be based upon a prescribed combined system of priorities and allocation which, in turn, is administered by an agency responsive to the needs of the commander in the field.*

RADM Henry E. Eccles 1959

This Appendix discusses the movement control process and the elements that contribute.

### **JOINT MOVEMENT CONTROL**

I-1. Joint Pub 4-01.3 states that the theater combatant commander has a wide range of options for performing movement control. He may direct subordinate JFCs and Service components to perform their own movement control. He may establish a theater JMC. Ideally, such an organization would be identified as a force deployment option in an OPLAN and be established early in the theater to coordinate arrival, theater expansion, and operations movement planning and execution.

I-2. Subordinate organizations to the JMC must be made available from all Services and need to be requested according to the mission. Most of these organizations are small and modular in nature and requirements can be replicated as the mission demands. The key is to possess the capability to expand for the mission.

### **INTERFACE BETWEEN STRATEGIC AND THEATER MOVEMENT CONTROL COMMAND RELATIONSHIPS**

I-3. USTRANSCOM may place elements from each of its subordinate TCCs in a theater to provide management of strategic mobility operations into and out of the theater.

## **MOVEMENT CONTROL ORGANIZATIONS**

I-4. The theater movement control plan is key to a sound movement control system. The plan integrates the transportation capabilities of the component commands, and produces a movement control system with centralized planning and decentralized execution. The following paragraphs describe the transportation and movement control capabilities of each Service component.

### **ARMY COMPONENT**

I-5. The Army component usually provides common-user land and inland waterway transport. It also furnishes water terminal operations and, when necessary, JLOTS operations.

I-6. The Army fields a MCA to support echelons above corps. The MCA positions movement control battalions (EAC MCB) in the COMMZ to provide movement control through movement regulating teams for such operations as force deployment, JLOTS, and commercial carrier support. The MCA coordinates and monitors all throughput shipments in the theater to their final destinations.

I-7. An Army Corps will have a movement control battalion (Corps MCB) to manage movements and transportation assets within its AOR. The MCB positions movement control teams throughout the corps AOR to provide movement control support.

I-8. In addition to the movement control headquarters elements identified above, the Army has active duty and early mobilizing reserve component MCT that operate at critical transportation nodes. Port MCTs operate at airfields or seaports and initiate onward movement from the port via land transportation. Area MCTs operate at assembly areas and logistic bases coordinating onward movement of units and sustainment material. Highway Regulation MCTs control movements along designated main lines of communication. Cargo Documentation Teams maintain visibility over cargo being off-loaded from ships or at transload sites.

I-9. Each Army division has a DTO. Each DTO is augmented with an attached movement control team to assist with this responsibility. For more information on Army movement control see FM 55-10.

### **AIR FORCE COMPONENT**

I-10. The Air Force component provides theater common-user airlift. The JFC generally establishes a JFACC to exercise OPCON of common-user theater airlift forces. The JFACC controls joint air operations, including theater airlift operations, through the JAOC. Within the JAOC, the ALCC plans, executes, and manages the execution of theater airlift operations.

I-11. The DIRMOBFOR, a senior officer sourced from the theater's organization, or nominated by USTRANSCOM or USACOM, serves as the designated agent of the JFACC for all airlift issues. The JFC establishes theater transportation priorities, which are then enforced by the DIRMOBFOR. In addition, the DIRMOBFOR exercises coordinating authority between the agencies, both internal and external to the Air Operations Center, in order to expedite the resolution of any airlift problems.

I-12. On the request of the theater air component commander, the AME deploys to the theater as an extension of the Air Mobility Command's TACC, which is located at AMC HQ at Scott AFB, Illinois. The AME provides coordination and interface of the inter-theater air mobility system (airlift and refueling) with the theater air logistic system. Although the AME assists and advises the DIRMOBFOR, AMC retains OPCON of the AME.

#### **NAVY COMPONENT**

I-13. The Navy component performs movement control operations through the NCC, ALSS, FLS, or a designated representative. The NCC submits requirements for airlift to the JMC, while the ALSS and FLS provide logistic support, to include movement management to theater naval forces during contingencies. Both the ALSS and FLS coordinate Navy land transportation requirements with Army movement control organizations or the JMC.

#### **MARINE COMPONENT**

I-14. The Marine Corps Component has a SMO and an Embarkation Officer organic to the MAGTF staff. The SMO can coordinate Marine movement requirements with the JFC, the JMC, and USTRANSCOM.

I-15. The Marine Corps activates a FMCC within the theater to coordinate and provide transportation services to all land-based MAGTF. As the Marine's primary movement control agency within the theater, the FMCC establishes liaison and communications with the JMC, and forwards all transportation shortfalls to the JMC. However, if Marine forces are afloat and part of an amphibious force, the command relationships established between the CATF and the CLF take precedence.

I-16. Forward-oriented transportation support is a combat multiplier. It is dependent on fast, reliable transportation to move supplies and personnel as far forward as required. The senior movement control organization prepares movement plans and programs and ensures proper use of available movement capabilities.

I-17. Movement control units will normally deploy in proportion to the total force size and level of transportation effort required. They deploy in echelons with their force.

## **COMMUNICATIONS**

I-18. Communications are essential to the movement control process. Discussed below are the different types of communication.

### **REQUIREMENT**

I-19. Movement control commanders should be folded into the warfighter's communications net in order to maintain the same OPTEMPO of the warfighter. Situational awareness is critical to providing timely support. Movement control commanders need reliable long-range communications capability in order to command and control, or direct the activities of their subordinate executing elements which doctrinally operate 50–500 miles apart across the battlespace. Without this capability, the Army's ability to reach the objectives of our force projection strategy is at risk. Communications equipment required by transportation movement control units includes radios, telephones, and satellite terminals.

### **RADIO COMMUNICATIONS**

I-20. The communication requirements of the unit's mission determine the type and extent of radio facilities required. The radios are mounted in vehicles organic to the unit. Movement control units typically require long-range FM radio sets. These sets are used for mobile operations or to supplement common-user communications facilities. Long-range high frequency radio sets are required to permit communications between movement control command and control elements and their subordinate elements, which often operate at remote locations that are great distances from their higher headquarters.

I-21. Movement control commanders, S-3s, command posts, and operations sections require dual long-range FM radios or dual short-/long-range FM radios. Typically, one radio is used to monitor the higher headquarters command/operations net, and the other is used to participate in the element's own unit net, and to command and control elements operating away from the unit area.

**TELEPHONE COMMUNICATIONS**

I-22. Digital non-secure voice telephones are a quick, efficient means of communication. Movement control headquarters elements, command posts, operations and highway traffic division sections, maintenance sections, and detachments all require wire subscriber access. Additionally, facsimiles, STAMIS, and other types of automated information systems interface with the telephone's data port. Commanders and key personnel require mobile subscriber terminals to allow them access to their staff and functional personnel while mobile.

**SATELLITE COMMUNICATIONS**

I-23. There are two types of satellite systems. These two types are discussed below.

**Voice/Data**

I-24. Transportation Movement Control units are essential to the efficient use of the Theater's limited transportation assets. Movement Control units regulate the flow of units and materiel, and report the progress of units and materiel across the transportation system. These units require reliable long-range voice/data communications to ensure communications with shippers, mode operators, customers and subordinate executing elements from 50 to 500 miles away. The mission of the MCTs requires them to disperse and operate throughout the transportation network at various operational nodes and locations such as APODs, SPODs, and along MSRs. The MCTs doctrinally operate autonomously at remote locations that are great distances from the MCB headquarters. Many of these sites are out of the MSE/Signal grids. Tactical and commercial SATCOM provides these units with their required non-line of sight, long-range communications capability for command and operational control. In addition, movement management automated information systems use SATCOM to send and/or receive data used to process lift requirements, deconflict and coordinate movements, plan and execute deployments/redeployments, and to conduct force and asset tracking.

I-25. Force projection missions require early identification and establishment of APODs and SPODs. "First to support" movement control units that are part of a TOFM include the MCA early entry module, Corps and EAC Movement Control Battalions, and Movement Control Teams. SATCOM provides these units full operational communications capability that they require immediately upon arrival in-theater (even before the first vessel or aircraft arrives) to conduct reception, staging, and onward movement of units, their equipment, and supplies. Other transportation units that are part of a TOFM need to be able to receive movement requests from movement control units, Transportation Terminal Battalions, and Transportation Motor Transport Battalions. Therefore, they require the same SATCOM devices to coordinate these activities.

I-26. At the strategic level, movement control command and control elements, responsible for coordinating strategic lift in an austere environment, require satellite-based voice and data communications with CONUS to obtain the information required to plan, program and execute reception, staging, and onward movement of arriving forces.

### **Movement Tracking System**

I-27. MTS is a satellite based tracking/communication system consisting of a mobile unit vehicle mounted unit and a base unit station controlled and monitored by movement control operators. MTS incorporates GPS, automatic identification technology, non-line of site message capability between the mobile and base units, and mapping technologies. The primary function of MTS is to allow command and control and movements control personnel to track, locate, and communicate with in-transit transportation vehicles in a near-real time basis anywhere on the battlefield. It allows the movement control community the ability to redirect and divert trucks mounted with MTS based on changing battlefield requirements and tactical unit relocations. Movement control personnel can directly communicate with drivers anywhere on the battlefield, warning them of dangers, submitting new tasks, and redirecting them around route obstacles and congestion. Integrating the automated identification technology into MTS will provide visibility of the cargo that the vehicle is transporting.

### **MOVEMENT CONTROL CHECKLIST**

I-28. In order to have a successful movement control, you should maintain a checklist. By maintaining a checklist on the items listed below you will eliminate shortfalls.

### **MOVEMENT CONTROL SYSTEM**

I-29. For this item, you should ask the following questions:

- What is JFCs concept for movement control?

- Are adequate movement control elements in the force list?
- Is a JTB or JMC established?
- Have joint use transportation requirements been established?
- Has a specific Service component commander been given responsibility for theater/joint movement control? Or been given responsibility for coordinating with other component commanders?
- Has each Service component been given responsibility for their own movement control?
- What are the theater common user transportation requirements and capabilities?
- What are the US assets available for theater support? (air, lighterage, ground)
- What host nation transportation facilities and capabilities are available?

## **COMMAND & CONTROL**

I-30. You should check this item by asking the following questions:

- Has the movement control command and control structure been identified?
- Has the JMC Chief been identified?
- Has an existing movement control unit been identified to serve as the core of the JMC?
- Has alignment of subordinate movement control organizations been established?

## **EMPLOYMENT**

I-31. You should check this item by asking the following questions:

- Are adequate movement control elements allocated in the force list?
- Are adequate movement control elements early on the TPFDD? When do they arrive?
- Have APODs and SPODs been identified? Have movement control elements been allocated to each POD?
- Is JLOTS being established? Have movement control elements been allocated to support JLOTS?

## **INFORMATION MANAGEMENT SYSTEMS**

I-32. You should check this item by asking the following questions:

- What automated transportation information management systems are available?
- Is GCCS available with operators in the theater?
- Is GTN available in the theater?
- Are adequate communications for the JMC and other movement control elements available? Do the links connect to CONUS? Do the links connect with all operating locations?